

Greater London Authority (GLA)
Annual Governance Statement, 2021-22
Final, 26 May 2023

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1. The GLA's governance responsibilities and framework

- 1.1. The GLA is responsible for: conducting its business in accordance with the law and proper standards; safeguarding and properly accounting for public money; and using resources economically, efficiently and effectively. It must publish an Annual Governance Statement (AGS) – this document – that reflects on how, in the previous financial year, it has discharged these responsibilities.
- 1.2. The GLA's governance framework comprises the systems and processes, culture, and values by which the organisation is directed and controlled; and the activities through which it accounts to, engages with, and leads the community. It ensures that: the GLA directs its resources towards its priorities and in accordance with its policies; there is sound and inclusive decision-making; and there is clear accountability, so as to achieve sustainable outcomes for London and Londoners. The system of internal control is a significant part of that framework, and is designed to manage risk to a reasonable level.
- 1.3. The elements comprising the GLA's governance arrangements reflect the unique nature of the GLA, with a number of agents involved in the delivery of the GLA's objectives. So while this AGS is the GLA's alone – many of the bodies with which the GLA works have their own governance statements – the GLA's work cannot be viewed in isolation. The agents include:
 - the executive Mayor and the Mayor's appointed advisers
 - the London Assembly
 - the GLA's subsidiary companies
 - the officers of the GLA
 - the GLA's functional bodies and their boards (where applicable)
 - London's local authorities
 - the national government
 - partners and stakeholders
 - London Councils and our other Recovery Board partners.
- 1.4. There is a clear separation of powers within the GLA between the Mayor, who has an executive role and makes decisions on behalf of the GLA, and the London Assembly, which has a scrutiny role and reviews Mayoral policy, decisions and delivery. The Assembly also investigates issues of importance to Londoners, publishing its findings and recommendations, and making proposals to the Mayor. The Assembly has a number of committees, with the GLA Oversight Committee, the Confirmation Hearings Committee, the Audit Panel, and the Budget and Performance Committee having explicit governance roles.
- 1.5. An important aspect of the governance framework within which the GLA operates is the relationship between London government and national government – more specifically the relationship between the GLA and its sponsor department in Whitehall, the Department of Levelling Up, Housing and Communities and Local Government (DLUHC). In October 2012, the MHCLG (as the Department was then known) set out its view of the systems governing that relationship in its 'Accountability System Statement for the Greater London Authority', issued with the GLA's endorsement.

- 1.6. Responsibility for ensuring the GLA maintains a sound system of governance, incorporating the system of control, rests ultimately with the Mayor. The Mayor is supported by the GLA's statutory officers: the Head of Paid Service (HoPS) (a role subsumed into the remit of the GLA's Chief Officer), the Chief Finance Officer (Executive Director of Resources) and the Monitoring Officer. Each has distinct responsibilities in law. In addition, the Head of Performance and Governance, and their team, have day-to-day responsibilities for designing, implementing and monitoring the GLA's governance arrangements. The GLA takes the view, however, that good governance is everyone's responsibility, from the Mayor, down through the Corporate and Senior Leadership teams, to all staff.

This year's Annual Governance Statement

- 1.7. The GLA's governance framework is consistent with the principles of the 2016 CIPFA/Solace document, 'Delivering Good Governance in Local Government'. This AGS has been prepared with reference to that document. It has been structured around the principles in the 'International Framework: Good Governance in the Public Sector' (CIPFA/IFAC, 2014). Section 2 of this AGS demonstrates how the GLA is meeting the seven principles of the international framework of good governance in the public sector. For each principle, the left hand column sets out the GLA's current arrangements. The right hand column reflects on key actions and developments during the year covered by this AGS. In addition, these sections set out planned activity during 2022-23 which will be monitored and reflected upon in next year's AGS.
- 1.8. This AGS draws on a range of input and feedback resources, so as to capture different perspectives, including:
- the statutory officers and a range of other senior officers
 - internal audit
 - external audit
 - the London Assembly.
- 1.9. Although this AGS's focus is on 2021-22, it also reflects on relevant developments between the end of that financial year (that is, 31 March 2022) and publication.

2. Description of arrangements and review of effectiveness

2.1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Our arrangements	Actions and key developments 2021-22
<p>The seven Nolan principles for standards in public life frame the GLA's governance procedures. Those procedures include a Protocol for Mayoral Appointments; Financial Regulations; an Expenses and Benefits Framework; a Contracts and Funding Code; Anti-Fraud and Anti-Money Laundering Frameworks; and a Whistleblowing Policy (including multiple and confidential reporting routes). The officer Governance Steering Group helps ensure these procedures remain up to date and fit for purpose.</p>	<p>The Monitoring Officer investigated three alleged breaches of the Code of Conduct during 2021-22, and their Annual Report outlining these cases was reported to Audit Panel in March 2022.</p> <p>As part of the ongoing review of the Code of Conduct, the GLA Oversight Committee held a meeting in September 2021 which was attended by the Monitoring Officer and two experts in the field of ethical governance.</p>
<p>The Nolan principles are reinforced through a governance e-learning module that is mandatory for all new staff.</p>	<p>As part of embedding new ways of working and making the GLA a better place to work, all staff were relocated during the year from the previous City Hall to Union Street and City Hall. They are now all in their respective anchor points and are adopting the new ways of working, utilising the spaces at both offices.</p>
<p>The Code of Ethics and Standards for Staff incorporates the Nolan principles and promotes high standards of conduct in public service. It features prominently in staff induction.</p>	<p>Completion rates on the relaunched governance e-learning module were monitored and Executive Directors wrote to staff to ensure they retook the module.</p>
<p>The Monitoring Officer works with Members to promote high standards of conduct and works with Members and Officers to advise on the proper use of the Authority's resources. The Monitoring Officer oversees the registration of interests and of gifts and hospitality; and advises on other governance matters also. They are responsible for reporting legal contraventions to the Mayor and Assembly. Alleged breaches of the Code of Conduct for Elected Members are also reviewed by the Monitoring Officer. Their decisions are published, and an annual report is made to the London Assembly.</p>	<p>There were no complaints through our whistleblowing channels in 2021-22, though an ongoing fraud allegation reported by this method in the previous year was concluded. No fraud was found.</p> <p>We continued to review our Responsible Procurement priorities and drafted a revised Responsible Procurement Implementation Plan.</p>
<p>Our decision-making framework requires and promotes compliance with relevant laws and internal policies and procedures, including ensuring decisions are taken objectively and any potential interests are declared. The framework is clear about the decisions that must by law and policy choice be taken by the Mayor (including any novel, contentious or</p>	<p>The GLA is part of the London Anchor Institutions' Network, which works collaboratively, leveraging their status as anchor institutions to help the capital recover from the pandemic. To support the mission Helping</p>

Our arrangements

repercussive proposal), and provides managers with the authority necessary to conduct routine business.

The Mayor may delegate powers to or direct GLA functional bodies. The use of the power of direction is kept under ongoing review and a list of all directions is appended to this Statement.

The GLA's legal function is provided through a shared service agreement by Transport for London (TfL) Legal. TfL Legal identifies changes in law and assesses the legal implications of GLA activity.

Similarly, the GLA's procurement function is provided by TfL and facilitates compliance with the law on procurement and relevant standards. The need to declare interests is reinforced through the process. The GLA Group Responsible Procurement Policy, which sets down the GLA's commitment to continuous improvement through procurement, has a strong social and ethical focus. The GLA publishes an annual Modern Slavery Statement.

The GLA has a documented complaints procedure and related response standards. Timeliness of responses is monitored.

Links to further information

- [Conduct and ethics, including the role of the Monitoring Officer](#)
- [Monitoring Officer decisions](#)
- [Monitoring Officer Annual Report](#)
- [Decision-making](#)
- [Complaints](#)
- [Modern Slavery Statement](#)
- [Responsible procurement](#)

Actions and key developments 2021-22

Londoners into Good Work, the GLA has pledged to work through small and diverse procurement businesses, and are ensuring our procurement processes encourage small and diverse businesses to enter our supply chain.

We received 22 **complaints** in 2021-22. Of these, 15 (68 per cent) were responded to within the timescales in the Complaints Policy.

In December 2021 we launched the **new intranet** to help staff have easier access to relevant policies, processes and procedures.

We completed implementation of the recommendations from the internal audit review of safeguarding processes for the welfare of children, young people and vulnerable adults. In particular, a **vulnerable adults' policy** was developed and consulted upon including with GLA Oversight Committee in March 2022, Unison, and staff, and will be adopted by July 2022.

2022-23 Improvement Initiatives

- Agree new **Member Code of Conduct** (and associated policies e.g. Planning Code of Conduct, lobbying guidelines)
- Review **guidance and communications to staff on registering and declaring interests**
- Launch the revised **Responsible Procurement Implementation Plan** in summer 2022 following engagement with stakeholders
- Continue to review and monitor how our **new workspaces for staff** are being used and utilised.
- Complete the organisational rollout of **Let's Talk About Race** by December 2022
- **Review e-learning arrangements** including corporate governance module
- Act on results of **staff survey** (held in May 2022) and consider results
- Adopt **Vulnerable Adults Safeguarding Policy** (July 2022)
- **An Internal Audit review of the code of ethics, corporate governance, anti-bribery and anti-fraud processes**
- **An Internal Audit review of HR Policies and Procedures** covering the application, accountability, roles and responsibilities relating to staff following policies and procedures.

2.2. Ensuring openness and comprehensive stakeholder engagement

Our arrangements	Actions and key developments 2021-22
<p>We have well-developed mechanisms to encourage individuals and groups from all sections of the community to engage with and participate in the GLA's work, including: People's Question Time; the State of London Debate; and our online community, 'Talk London'.</p> <p>We consult widely when developing the Mayor's strategies and budget. We publicise such opportunities through various channels and hold consultation meetings with stakeholders. Consultation exercises are designed to ensure maximum reach, targeting individuals and communities whose voices are otherwise seldom heard.</p> <p>We communicate through traditional and digital channels, including social media, ensuring a broad reach. We have well-developed arrangements and standards for responding to Mayoral correspondence.</p> <p>The Assembly consults and engages with Londoners to help decide which issues it should investigate.</p> <p>We routinely poll a representative sample of Londoners to provide insights into public opinion and behaviours, which support effective policymaking.</p> <p>The GLA's most important partnerships are within the GLA Group. There are a series of arrangements in place for GLA Group bodies, mainly defined by legislation and differing slightly according to each organisation, governing the GLA's relationship with TfL, the Mayor's Office for Policing and Crime (MOPAC), the London Fire Commissioner (LFC), and the Mayoral Development Corporations (MDCs): the London Legacy Development Corporation (LLDC) and the Old Oak and Park Royal Development Corporation (OPDC).</p> <p>A Group Corporate Governance Framework Agreement sets out the core governance requirements each body must adhere to, and requires each to</p>	<p>The London Recovery Programme's communication and engagement activity includes a regular monthly newsletter, a refreshed Forum which takes place bimonthly, and produced monthly blogs/briefings.</p> <p>The Community Led Recovery programme has been delivered and insights shared with mission teams. Engaging Londoners programme is in progress, including the launch of a London Engagement Learning Network, development of a prototype Community Insights Hub, delivery of Civic Futures Fellowship and community connectors discovery exercise.</p> <p>We continued our work through the GLA Group Collaboration Board to ensure that grants activity is aligned across the GLA family. Rocket Science submitted their report in October 2021 which included an analysis of our current grant activity with civil society, and a discovery exercise that sets out options for a GLA grant framework, and the Board accepted the recommendations. An Implementation Plan was approved by the March 2022 board and the Grant Management project has moved to the Planning for Design phase.</p> <p>We carried out a Survey of Londoners in 2021-22 to: collect data on topics where there are significant gaps in London's evidence base; assess the impact of COVID-19 on social outcomes for Londoners; and provide evidence and insight to inform the Recovery Missions and wider policymaking.</p> <p>We reviewed the GLA Group Corporate Governance Framework Agreement in conjunction with GLA Group bodies and a new agreement was approved by the Assembly and the Mayor in February and March 2022. The process began of each GLA Group body confirming individually through their governing body.</p>

Our arrangements

codify its governance arrangements and report on its decisions. It represents a firm commitment by all parties to be open, transparent and accountable, and to adhere to Mayoral and London Assembly expectations for the Group to interact in a way that enhances accountability and services for Londoners.

The other partnerships in place (those with boroughs, voluntary organisations, businesses and others) vary tremendously in remit, size and resourcing. Oversight of these partnerships is at team level. The GLA maintains corporate partnership guidance to promote effective oversight of significant partnerships.

We have a dedicated space on london.gov.uk for civil society groups, including insights into the number of projects the GLA is working on with civil society; funding opportunities; available resources; and links to information on training, volunteering and data.

Links to further information

- [Information about opportunities to get involved with or have a say about City Hall's work](#)
- [Talk London](#)
- [Partnerships, including with GLA's functional bodies](#)
- [Civil society](#)
- [Group Corporate Governance Framework Agreement](#)

Actions and key developments 2021-22

We completed the back-end upgrade work on our current **Mayoral correspondence system** and continue to improve correspondence processes, including developing a draft contact strategy.

2022-23 Improvement Initiatives

- **GLA Group Grants Management** – conclude Planning for Design phase by October 2022, and report to GLA Group Collaboration Board in order to obtain approval to move to Design phase
- Produce outputs from **Survey of Londoners** report
- Conclude sign off of **Corporate Governance Framework Agreement** by all functional bodies (this was concluded in July 2022)
- Prepare draft **Contact Strategy**

2.3. Defining outcomes in terms of economic, social and environmental benefits

Our arrangements

The Mayor identifies and communicates his vision and intended outcomes for Londoners and service users through thematic statutory and non-statutory strategies. Each strategy is supported by a thorough evidence base, which, where gaps were identified, draws on research by or commissioned with the GLA's City Intelligence Unit. Integrated Impact Assessments make clear and support understanding of how equalities, health, sustainability, climate change and community safety will be affected by the policies in question. The strategies must demonstrate how they will ameliorate any likely negative impacts on different Londoners and/or different geographical areas.

The Mayor publishes each of his statutory strategies which are updated as required, alongside important non-statutory Mayoral strategies such as the Equality, Diversity and Inclusion Strategy, and the Social Integration Strategy

The London Recovery Board is our key partnership for addressing the impacts of Covid-19 and achieving economic, social and environmental benefits. The Board has an established remit and purpose, embedded governance arrangements and has set out a framework for pursuing five high-level outcomes.

Links to further information

- [Mayoral strategies](#)
- [The work of the City Intelligence Unit](#)
- [London Recovery Board](#)
- [Mayor's Annual Report](#)

Actions and key developments 2021-22

The Mayor established a **Mayoral Policy and Delivery Unit (MPDU)**, bringing together the Senior Advisors to the Deputy Mayors to oversee and drive delivery of the Mayor's priorities across portfolios. The MPDU also works to ensure policy development is joined-up and coordinated across the GLA family. They provide steers on cross-cutting policy and delivery work, and lead the clearance of policy reports and documents.

We have continued to work collaboratively with stakeholders and communities to deliver the **Recovery Programme outcomes** through the Recovery Programme's governance structures and a Mission-based approach.

We developed an **Economic Recovery Implementation Plan**, which was published in April 2022 to serve as the refresh of the Economic Development Strategy.

We also commenced work on a **Planning for London** programme, involving evidence gathering and early engagement with Londoners in advance of early-stage work towards the next London Plan in the next Mayoral term. Phase 1 comprising a call for evidence and Talk London campaign was completed. Scoping and procurement is underway for phase 2 engagement.

Implementation Plans for strategies have been updated and actions prioritised within them to reflect the Mayor's commitments for his second term and the priorities of the London Recovery programme.

We developed a proposed set of **high-level outcomes for the GLA**, which are subsequently to be used more widely across the GLA Group, to help organise data and analysis on the 'state of London'.

We restructured the **Mayor's Annual Report** to make it more data rich, and to publish in an accessible web-based format that makes it easier for Londoners to identify at a glance performance in the areas they are most interested in.

We launched the GLA's first **Policy, Delivery and Engagement Guide**, bringing together tools and best practice in policy making and delivery across the whole lifecycle of policy making. This supports policy and delivery teams across the GLA to deliver the Mayor's priorities by reviewing and developing their skills and knowledge.

2022-23 Improvement Initiatives

Phase 2 engagement on '**Planning for London**'

Further support **policy making and delivery capacity** across the GLA through a policy conference and series of masterclasses on key aspects

2.4. Determining the interventions necessary to optimise the achievement of the intended outcomes

Our arrangements	Actions and key developments 2021-22
<p>The GLA Group-wide budget-setting and capital spending plan processes, which are subject to scrutiny by the Assembly as well as consultation with stakeholders, ensure, as far as practical, that there are sound medium and longer-term financial plans within which Mayoral priorities and objectives are adequately funded – while recognising inevitable areas of risk and uncertainty. They direct resources to Mayoral objectives, including to support London’s recovery, entrepreneurial spirit, extraordinary diversity, creativity and tolerance. The budget sets out the funding source of those resources, including from the council tax precept.</p> <p>We communicate with staff about the budget, and the budget-setting process so that they understand the process and their role in it.</p> <p>Implementation plans set out how the Mayor’s strategies will deliver identified outcomes, including indicators that allow the outcomes to be reported on.</p> <p>All significant decisions are subject to a rigorous process with the facts and advice supporting each decision set out in detail through decision forms. The forms ensure legal and financial advice are included; and also that delivery mechanisms, equalities implications, risks, and links to the Mayor’s vision, strategies and priorities are all explicitly set out.</p> <p>The GLA uses survey evidence as appropriate to support Mayoral priorities, and ensure that policy and programmes have maximum impact.</p> <p>The Corporate Investment Board (CIB) – an informal advisory group chaired by the Chief of Staff and attended by the Mayor’s Appointees and Executive Directors – helps ensure there is appropriate review before decisions are taken and executed.</p>	<p>We continued to develop and evolve the London Resilience Dashboard and used this to help inform a new State of London report.</p> <p>The Mayor issued Budget Guidance to the GLA Group to frame budget planning for 2022-23 and beyond, responding to the changed financial landscape and current Mayoral priorities.</p> <p>The 2022-23 GLA: Mayor budget was constructed to ensure the GLA was focused on the Mayor’s key priorities.</p> <p>An internal audit of the framework for management of the contract of London Power Co. provided adequate assurance, and both recommendations are being implemented. A follow-up Audit also provided adequate assurance.</p> <p>An internal audit follow up of the Delegated Adult Education Budget (AEB) – Allocation of funds was carried out in 2021 to review the one management action recommended by the internal auditors following the ‘substantial’ rating of the 2020-21 audit. The review showed that the recommendation was implemented and the overall control framework of the allocation process has improved.</p> <p>The 2021-22 Audit review of the AEB started with a focus on the AEB process that ensures AEB delivery partners are appointing and managing subcontractors in line with GLA procedures and the GLA has appropriate processes in place to monitor sub-contracting arrangements. The audit will be completed in 2022-23.</p>

Governance for London's Recovery encompasses:

- a London Recovery Board, co-chaired by the Mayor and the Chair of London Councils
- a London Recovery Taskforce to coordinate partner contributions to the programme
- nine Missions with action plans to support their delivery, contributing to achieving one grand challenge, five outcomes, and cross-cutting principles
- an Anchor Institutions Task and Finish Group – harnessing the power and levers across London's anchor institutions.

A **Recovery Programme Management office** provides the staff support to coordinate, drive and assure recovery work

Links to further information

- [The Mayor's budget and the budget setting process](#)
- [Mayor's budget guidance for 2022-23](#)
- [Decision-making at the GLA](#)
- [Equalities, diversity and inclusion measures](#)
- [Social integration measures](#)
- [London Resilience Dashboard](#)
- [London Recovery Board](#)

2022-23 Improvement Initiatives

- **The State of London report was launched** in June 2022 alongside a new version of the dashboard (in Beta phase)
- Review and follow up the implementation of recommendations arising from the Internal Audit review of **the Delegation of the AEB – subcontracting arrangement**, which was issued in June 2022; and undertake a further review of the Delegation of AEB in 2022-23 with a focus on the AEB Commissioning process

2.5. Developing the entity's capacity, including the capability of its leadership and the individuals within it

Our arrangements	Actions and key developments 2021-22
<p>The Chief Officer is the organisation's most senior official and leads the Corporate Management team. As well as providing corporate leadership, the Chief Officer holds statutory staffing responsibilities (as HoPS). She provides regular updates on staffing and workforce matters to the Assembly's GLA Oversight Committee; and consults the Committee, and the Chief of Staff on behalf of the Mayor, on proposed staffing changes.</p>	<p>We moved into new premises at City Hall and Union Street, with a hybrid model of staff working both in person and remotely, with physical anchor points for each team at one of our workplaces.</p>
<p>We have robust establishment control processes, including a monthly Establishment Control meeting of the Corporate Management Team and approval of staffing changes through a Chief Officer form, which are made public.</p>	<p>As part of driving efficiencies through Group collaboration, we agreed that TfL's Business Services Function would deliver our transactional HR services as part of a new HR Shared Service model. This aims to strengthen our HR services by making better use of technology, securing greater resilience by having access to TfL's scale and expertise, and allowing greater focus on the strategic support required by GLA teams.</p>
<p>We have robust processes for appraising and developing our staff (with completion of annual performance reviews monitored corporately), backed by a competency framework and a learning and development programme, including a strategy for management and leadership development.</p>	<p>We completed the design of a shared IT service with TfL which is now being taken forward for implementation by 23-24.</p>
<p>Ensuring a diverse workforce that is representative of London is a priority for the Mayor and the Chief Officer. The Diversity and Inclusion Management Board provides governance and oversight of work to drive improvement on EDI within the GLA.</p>	<p>The Digital Data and Technology (DDAT) strategy board is now well established and its governance process is allowing much better oversight of new projects in this area across the GLA.</p>
<p>We publish gender and ethnicity pay gap analyses and action plans. Executive Directors oversee delivery of directorate-level action plans to support the continued development of an inclusive GLA culture.</p>	<p>We continue to work at pace on GLA Group collaboration, supporting the Mayor to drive this forward and seizing the opportunity to enhance the GLA's capacity and reduce costs. Work on the portfolio continues and looks to increase the Group's capacity and reduce costs. Most of the projects are on track. The new Group Public Health shared service has been delivered. Work continues on updating the Office Accommodation Strategy to ensure the plan continues to drive the most value possible from the estate and initiatives are underway in line with this strategy. The Collaborative Procurement project has highlighted some areas of cost savings and an update on benefits across the portfolio has been presented to the Collaboration Board – in addition to some recommendations on payback and their principles.</p>
<p>The Chief Officer is leading a Transformation Programme, with three workstreams:</p>	<p>An Internal Audit of the Group Collaboration programme was undertaken, to ensure a robust framework was in place for its successful</p>
<ul style="list-style-type: none">• talent attraction, management, diversity and inclusion	

Our arrangements

- new ways of working, covering IT, Human Resources and Facilities Management
- shared services, assessing the scope for greater shared services across the GLA Group.

A GLA Group Collaboration Board promotes and oversees collaboration across the GLA Group – making efficiencies and enhancing capacity in areas such as IT; estates and facilities management; procurement; finance and professional services; and housing.

The London Assembly has its own component budget, distinct in law from the Mayoral component, and is supported by the Assembly Secretariat, including research and external relations support. Assembly Members receive a budget to fund support staff, organised in party groups.

Mayoral nominees for eight offices are subject to non-binding confirmation hearings conducted by the London Assembly. The Assembly has the power to veto three further appointments.

The Chief Officer is also the Greater London Returning Officer, with responsibilities in law to deliver efficient and fair elections and encourage the participation not just of voters but of candidates also.

Links to further information

- [The Mayoral team](#)
- [The Corporate Management Team](#)
- [Gender and ethnicity pay gap reports, action plans and progress reports](#)
- [Information about decision-making thresholds](#)
- [Chief Officer's transformation programme](#)
- [The London Assembly: structure, meetings and reports](#)

Actions and key developments 2021-22

implementation through GLA shared services and collaborative working initiatives and the integration of business operations to facilitate the delivery of financial savings, benefits and strategic objectives. The review provided adequate assurance, but highlighted two areas which are currently being addressed with the support of the Collaboration Board – the programme does not have a central risk register in place or a central benefits management system.

An **audit review of Establishment Control** was issued with adequate assurance.

Following the success of the pilot, we continued to roll out **'Let's Talk About Race' conversations** to all GLA staff to: increase understanding of race in the workplace; help staff feel empowered to talk about race; and identify individual and collective actions that will help make the GLA a more inclusive place to work. As at March 2022, 44 per cent of staff had completed, and sessions were fully booked through to the end of June.

The Chief Officer commissioned an **Independent Review of Ethnic Minority experiences at GLA** to examine whether there are structural barriers that prevent our Black, Asian and Ethnic Minority staff, and particularly our Black staff, from progressing in their careers here at the GLA. Its findings were published in March 2022 and, among its findings highlighted a number of steps that the GLA should take to improve the opportunities for Ethnic Minority staff to develop and progress.

We made some immediate changes in response to the report, launching four pieces of work to start addressing some key issues in the short term:

- Inclusive recruitment – ensuring that the good examples of best practice that exist in different parts of the GLA are built quickly into a consistent approach across the organisation.

Our arrangements

- Chief Officer Forms (staffing decisions)

Actions and key developments 2021-22

- Applying appropriate positive action with clear guidance, starting first with appointments at Grade 10 and above and defining and applying actions as soon as we can.
- Our current Competency Framework – ahead of longer-term work on our competency framework, we are making some short-term changes that will help address the barriers to progression that our framework creates.
- Development planning for colleagues at Grade 3 and just above – focusing on identifying opportunities and development plans to aid progression.

We also made some immediate changes to our recruitment practices, such as taking steps to ensure that our requirement that every single interview panel is diverse is met – to include gender and Black, Asian and Minority Ethnic representation. We also introduced new oversight by Executive Directors of all appointments at Grade 10 and above and are tracking appointment outcomes very closely.

We continued our ongoing **review of HR policies**, specifically those linked to the relocation of City Hall, such as the workplace adjustment policy, which was completed in October 2021 and a review of the Smart Working policy which remains in progress. The review of five family-related policies was completed in September 2021. The consultation for the Menopause Policy, one of the Mayor's manifesto commitments, has been completed and was implemented in March 2022.

We continued to **implement the gender and ethnicity action plans**. Outstanding actions from the Ethnicity and Gender Pay Gap Action Plans 2020 were carried forward into our first Combined Pay Gap Action plan for Ethnicity, Disability and Gender 2021, which was published in March 2022. These plans will now be integrated into a broader corporate Inclusion

Programme, which will also reflect the recommendations from the Independent Review. Timeframe for implementation is up to 2024.

We piloted within three teams the use of DocuSign, a fully **digital system for the approval and signature of formal documents**.

2022-23 Improvement Initiatives

- We have adopted a clear **EDI Statement**, from which our EDI strategy and associated priority actions will flow, setting out our ambitions for the 2022-23 year. We will review it in 12 months' time.
- We have already pulled all our Equality, Diversity and Inclusion activity into **one GLA Inclusion Programme**, to have much better oversight of our priorities and our progress against them, with a strong focus on accountability and expectations to embed an inclusive culture.
- We now have a new **EDI Strategy and Action Plan** which clearly set out how we intend to deliver on our EDI Statement.
- We have issued **new EDI objectives to all staff for 2022-23**, alongside an additional set of EDI objectives to all managers. We will use these to hold staff to account for their contributions to accelerating our progress to being a truly inclusive organisation.
- We have established a new **GLA Leadership Forum**, comprising the most senior 200 managers with the explicit purpose of ensuring this group understand the expectations of them in leading change and have the information and tools they need to do so.
- We will build on the progress already made in the early months of 22-23 and take forward further recommendations from the review, including 'lived experience forums', directorate EDI action plans, and ensuring our induction into the organisation aligns with our EDI values.
- New TfL **HR Shared Service** which went live in autumn 2022.
- Establishing a **Digital Transformation Unit**, led by a new, already-appointed, Director of Digital, with organisational design and transformation at the heart of the work – helping to put in place the building blocks of a modern digital organisation: a common core infrastructure of shared digital systems, technology and processes to build user-centric services and products for citizens, partners and GLA staff.
- The **organisational re-design work** will initially include the transformation of a number of matters relevant to the AGS including establishment control; correspondence and contact management; Mayor's Questions; Freedom of Information requests; functions associated with the work of our Monitoring Officer e.g. registers of interest and gifts and hospitality; rolling out digital signatures; and new requirements from our hybrid working environment. The governance and commissioning process will also be reviewed.

2.6. Managing risks and performance through robust internal control and strong public financial management

Our arrangements

The Mayor's annual Budget Guidance identified financial pressures and includes scenario analysis, from which prudent control totals and savings targets are set, including for the GLA. These are then worked within and developed through an annual budget-setting process that involves a thorough review across programme and corporate spend.

The GLA's Risk Management Framework is regularly reviewed and has received a 'substantial' internal audit rating (the highest). Risk registers are maintained at project and programme levels as appropriate. The GLA's most serious risks are captured in a corporate risk register that is refreshed every six months. The register is reported to the Corporate Management team, the Chief of Staff and the Audit Panel. Risk is also reported through performance reports. Each Executive Director provides an annual assurance statement that risk management is operating effectively – and in line with the corporate approach – within their area.

The GLA funds, and is the funder of last resort for, both MDCs (LLDC and OPDC). Regular liaison meetings – chaired by the Mayor's Chief of Staff and involving the Mayor's team and senior officials – help maintain a shared understanding of risks and challenges. Governance Directions for both organisations explain and set the parameters for the interaction of decision-making between each body and the Mayoralty. The Deputy Mayor for Planning, Regeneration and Skills is a member of both Boards.

We manage our risks in relation to cybersecurity and make sure everyone in the GLA understands their obligations in relation to this, by undertaking mandatory training.

The Financial Risk Oversight Board meets quarterly and manages the Authority's financial exposure to loans made.

Actions and key developments 2021-22

We completed a refresh of the **Corporate Risk Register**, undertook the first of a series of 'deep dives' into particular risks, and developed a protocol for managing 'tier 2' risks to assure risk management arrangements at the level below corporate risks.

The **risks with the highest residual severity** identified on the corporate risk register (at February 2022) were described as follows (and include information on how they are being mitigated):

- Government support to the GLA – through funding and powers – is further constrained, because government is not persuaded by the case for investing in London and empowering London government, leading to cuts, a lack of agency and an inability to achieve the Mayor's and London Assembly's priorities
- We do not have the capability or robust and well-implemented practices to control and safeguard our finances or to achieve value for money, leading to inappropriate or ineffective use of GLA resources
- Our business continuity arrangements are inadequate in scope, focus or design, or are not well-understood or resourced, such that in the event of an emergency or disruption we fail to maintain or quickly recover our critical systems, functions, services and programmes to the extent practicable

We embedded the new approach to **performance reporting** orientated around the Missions and Foundations set out in the GLA's budget. Dashboards are in place covering essentially all blocks and iterative improvements were made during the year.

We have begun work to **develop a more integrated approach to performance management across the GLA Group**. Relationships with the

Our arrangements

The GLA ensures robust arrangements for managing projects and programmes to ensure any major transformation is undertaken effectively.

Quarterly financial and performance reporting is well embedded, tracking spend against budget (actual and forecast), performance indicators and other deliverables. Reports are interrogated and quality assured at quarterly performance meetings, involving senior responsible officers and Mayoral Advisers. These meetings include a focus on value for money, supporting this by bringing together an assessment of performance and finance. Quarterly reports are also considered by the Corporate Investment Board and by the Assembly's Budget and Performance Committee.

The Executive Director of Resources' role complies with the five principles set out in CIPFA's Statement on the Role of the Chief Financial Officer.

We place a high priority on anti-fraud work, working with the internal audit to identify areas that have the highest potential for fraud. We regularly review and seek expert input into our Anti-Fraud Framework, which is complemented by Whistleblowing and Anti-Money Laundering policies.

An officer-level Governance Steering Group, chaired by the Executive Director of Resources and meeting quarterly, gives strategic oversight and direction to the GLA's governance activity.

The roles and responsibilities of the Audit Committee are discharged by the Mayor. He is supplemented in this regard by the Assembly's Audit Panel. The Audit Panel has well-established terms of reference, informed by CIPFA guidance. It provides challenge; raises the profile of internal control, risk and financial reporting; provides a forum for the discussion of issues raised by internal and external auditors; and

Actions and key developments 2021-22

rest of the Group are being strengthened as we scope options for further development by external consultants.

An internal audit review of the framework for **corporate governance and decision-making** was issued with substantial assurance. The two actions, to update policies including with meta data, and to evidence functional bodies approval of the Corporate Governance Framework Agreement, have been achieved.

The **Mayoral Decision-Making in the GLA** document was kept under review and preparations made for a revised version which was agreed by the Mayor in April 2022. As well as making factual changes and clarifications, the new version simplified arrangements for urgency and unavailability in the Mayor's absence and updated the delegation of Mayoral powers in respect of some land and property transactions.

We prepared changes to our **Financial Regulations**, extensively rewriting sections to make more robust our approach to transfers and in-year budget management, forecasting and carry-forwards, and management and calculation of pay budgets. They also strengthened procedures around Income receipt and included more explicit detail on processes relating to budget-setting, budget-monitoring and emergency spend. These were formally approved by the Mayor in April 2022 and the Assembly in May 2022.

We implemented, through TfL, a system infrastructure to deliver a **single source of financial information** on a supported self-serve basis as part of the Financial Improvement Programme.

We enhanced **procurement governance** by embedding the new GLA Approvals Meeting process to provide better of value for money from a GLA perspective. In addition as part of a restructure within TfL Procurement and Commercial a new role of GLA business partner was created during the year and recruited to.

Our arrangements

bolsters transparency. The Panel also monitors the development of risk management, whistleblowing, and anti-fraud and corruption practices.

The 25 Members of the London Assembly provide the GLA's scrutiny function. It publishes an annual report detailing its activity during the year.

Mayoral Decision-Making in the GLA (our scheme of delegation) is clear about, and sets strict boundaries for, the value and types of decisions to be taken at different levels – by the Mayor, an Executive Director, an Assistant Director or a manager – as well as the authorisation given to all staff to develop and implement decisions. Decision Forms help make the 'value for money' case for all proposals.

TfL Procurement and Commercial lead on providing governance assurance processes for individual procurements, including to help deliver value for money and effectively manage commercial risks. This is under the overall oversight of the Executive Director of Resources. For the larger and more significant procurements, the relevant forum is the GLA Approvals Meeting, which includes representation from procurement professionals and the relevant contract leads at the GLA.

We have an overarching business continuity plan that outlines the strategic arrangements that are in place to manage situations where a significant part of the organisation or critical function is disrupted for a period long enough to impact the normal operation of the organisation. Each directorate also has its own business continuity plan that identifies how they would continue their operations in the event of disruption.

Links to further information

- Risk Management and Anti-Fraud frameworks, and other GLA procedures supporting robust internal control

Actions and key developments 2021-22

We finalised an update to the **Contracts and Funding Code** to reflect the above, as well as to update expectations pertaining to contract management. This was approved by the Mayor in April 2022 and the Assembly in May 2022.

We finalised an update to the **Expenses and Benefits Framework**, which was approved by the Mayor and Assembly and Head of Paid Service between April and June 2022.

Our shared Internal Audit Service continued its **counter-fraud audit work**. Two cases where investigations began in 20-21, in respect of the Covid-19 response SME Grant Scheme and potential contract breaches by two AEB providers progressed. In the case of the former all outstanding grants have now been repaid. In the case of the latter, no fraud was found in one instance, but in the other they were required to appoint an independent auditor to report to the GLA. This uncovered a number of issues which at the time of writing the GLA was reaching a conclusion on.

Three other fraud allegations were investigated during the year:

- a 'phishing' attempt to create a fake invoice which was intercepted by the GLA and TfL, so no payment was made
- an allegation that the GLA made a loan to a Housing Association one of whose directors knew they were disqualified. There was nothing on the public record that would suggest concerns that the Housing Association failed to undertake due diligence, so the case was closed.
- the National Fraud Initiative data matching exercise uncovered an instance where an employee placed an order through a company in which they and their partner were the sole shareholders and directors but this interest was not declared. Action Fraud were informed but the MPS decided no further action would be taken; the employee was subject to disciplinary action by the GLA; and recommendations on handling the disclosure of interests in future were made.

Our arrangements

- The GLA's Audit Panel, including six-monthly corporate risk register reports, audit reports and progress updates against the Annual Audit Plan
- The Assembly's Budget and Performance Committee, which in 2021-22 received the GLA's quarterly finance and performance pack

Actions and key developments 2021-22

We entered into a new contract for a **third-party Whistleblowing hotline** provider, in a shared service led by TfL.

A follow up internal audit review of the control framework for **expenses and benefits**, including credit cards, was completed and provided adequate assurance.

We completed an internal audit review of effectiveness of **the governance and security arrangements in place for cloud computing** which was given adequate assurance.

An Internal Audit of the **control framework for managing the GLA budget** provided adequate assurance.

The **AEB Assurance Framework** was updated and published.

We now prepare a monthly update report for Chief of Staff, Chief Officer and Chairman of Audit Panel on **cyber security**.

We enhanced **GLA Land and Property Ltd governance**, business planning and budgets to maximise delivery of affordable homes and support other priority outcomes, while retaining robust assurance arrangements for the company. Good progress was made with legal advice on structure, a medium-term financial model produced together with some initial stress-testing, and a revised investment strategy is under development.

We combined the London Strategic Reserve (LSR) **investment strategy** with the GLA Group Investment Syndicate (GIS) investment strategy under a revised strategy for the GIS which took effect on 1st April 2021. We are also proceeding with the restructuring of the GIS into a more conventional fund structure, which will be registered as an Alternative Investment Fund (AIF) with the Financial Conduct Authority (FCA). Key third-party service providers to the new fund, namely the Alternative Investment Fund Manager (AIFM) and the depositary, have been appointed and certain assets, and related contracts, have been transferred from the GLA to the fund (currently operated

as a group scheme). Work is now ongoing with the AIFM to prepare for the registration of the fund as an AIF with the FCA.

The Head of Internal Audit reported in the 2021-2022 Annual Report that 'the GLA has an **adequate internal control environment** which is generally operating effectively'.

The Annual Audit Plan was delivered. Of the 11 **risk assurance audits** undertaken and reported on in 2021-22, one (9 per cent) received a 'substantial' assurance rating; and nine (82 per cent) received an 'adequate' rating. By comparison, in 2020-21 there were 11 audits: four resulting in substantial assurance, and seven in adequate assurance. Of the 37 recommendations made in respect of the 2021-22 audits, 34 were accepted by management.

There were ten **follow-up reviews** in 2021-22; of these five (50 per cent) received a 'substantial' rating and five (50 per cent) an 'adequate' rating. Of the 32 recommendations, 24 had been fully implemented, six partly implemented and two not implemented.

2022-23 Improvement Initiatives

- Further step change to improve **performance metrics and report format**, including using online dashboard
- An external team procured to help scope an **integrated, high-level GLA Group performance report**.
- An **Internal Audit review of the code of ethics, corporate governance, anti-bribery and anti-fraud processes**. (see also 2.1)
- An **Internal Audit review of the adequacy and effectiveness of the GLA's Business Continuity and disaster recovery arrangements**
- An **Internal Audit of GLA Land and Property Governance Processes** (in particular the Royal Docks Enterprise Zone).
- Pull together a programme of '**deep dives**' into **individual risks** on the Corporate Risk register.

2.7. Implementing good practices in transparency, reporting and audit, to deliver effective accountability

Our arrangements	Actions and key developments 2021-22
<p>We publish extensive information, including:</p> <ul style="list-style-type: none">• interests, gifts and hospitality and expenses for the Mayor, Assembly Members, Mayoral Advisers and senior GLA officers• details of Senior Officer responsibilities, salary data and a GLA organogram• all payments over £250• Mayoral, Director and Assistant Director decision forms, setting out clearly the rationale for the GLA's significant decisions and the resource supporting them• Freedom of Information Act (FOIA) responses• Nearly 1,000 datasets on the London Datastore, helping people to understand the city and develop solutions to London's challenges• the results of our monthly poll of 1,000 Londoners (again published on the London Datastore). <p>The Mayor publishes an Annual Report each year, providing an overview of achievements, ahead of the State of London Debate.</p> <p>We communicate to staff records management guidance, cybersecurity training and any other related actions as they arise.</p> <p>The Directorate of Audit, Risk and Assurance, as part of MOPAC, provides the internal audit service for the GLA under a shared service agreement. Its Charter is reported annually to the Audit Panel and defines the purpose, authority, responsibility and scope of activity of the internal audit function, and position within the GLA.</p> <p>The internal audit service develops an annual, risk-based plan, having engaged with those charged with governance. It aims to provide assurance on both the effectiveness of the management of risks to the achievement</p>	<p>Some 865 Freedom of Information requests were received in 2021-22. We responded to 88 per cent within deadline.</p> <p>There were four data breaches reported during the financial year, none of which required notification to the Information Commissioner.</p> <p>We are continually working to review, update and enhance our compliance with UK General Data Protection Regulations (GDPR).</p> <p>An internal audit review of Records Management to review the framework for the creation, maintenance, storage, use and disposal of GLA records in line with corporate governance processes and statutory requirements was completed in November 2021 with a finding of 'adequate'. Work will commence to implement the recommendations over the course of 2022.</p> <p>We began work to develop a new data sharing platform that will supersede the London Datastore, and underpin our data sharing activities to support the delivery of the Recovery Programme and other GLA priorities.</p> <p>During 2021-22, £31,062 in taxable benefits, £852 expenses incurred by the Mayor and Assembly Members, £6399 expenses incurred by Senior Members of Staff and 78 instances of Gifts and/or Hospitality received by the Mayor and Assembly members were reported to the Audit Panel for information.</p>

of agreed objectives and on compliance with GLA policies and procedures and externally arising regulations and the law. Progress against the plan is reported to each Audit Panel meeting.

Management responds to the internal audit service's recommendations form, for each audit, with an action plan that is reported to Audit Panel. The internal audit service then checks progress through a follow-up review.

The external auditor produces an annual Audit Results Report, providing its judgement on whether the GLA's financial statements gave a true and fair view of its financial position; and whether the GLA had in place proper arrangements to secure value for money in its use of resources. Robust processes exist to address any issues arising.

Links to further information

- [Transparency portal making readily accessible a host of governance and other information](#)
- [FOIA disclosure log](#)
- [The Mayor's Annual Report](#)
- [Internal Audit Charter](#)
- [GLA Statement of Compliance with the UK Statistics Authority's Code of Practice for Statistics](#)
- [London Datastore](#)
- [Audit Panel which receives reports on expenses at each meeting](#)

2022-23 Improvement Initiatives

- New supplier appointed to develop the **new data sharing platform**
- Implement outstanding actions from **Audit of records management**
- TfL IT shared service – **agree record retention periods**
- GDPR - we aim to conduct a **GLA-wide review of our personal data assets** and update the majority of our guidance.

3. London Assembly scrutiny of governance issues

- 3.1. The London Assembly has a key role to play in holding the Mayor to account and scrutinising GLA governance, services and functions.
- 3.2. The Assembly provides regular challenge of the GLA's governance arrangements in a number of ways:
 - Mayor's Question Time, where the Mayor is required to attend 10 meetings of the Assembly per year to answer Assembly Members' questions
 - responses to statutory consultations, principally relating to Mayoral strategies and the Mayor's budget, and formal consideration of the Mayor's draft budget and draft strategies
 - holding confirmation hearings for key appointments
 - the work of scrutiny committees
 - other work on internal corporate governance.
- 3.3. Mayoral nominees for eight offices are subject to non-binding confirmation hearings conducted by the London Assembly. The purpose of the confirmation hearing, which is held in public, is to establish whether a candidate has the ability to do the job and is fit for office. The Assembly does not have the power to veto an appointment, and its recommendations are not binding on the Mayor. The eight offices to which non-binding confirmation hearings apply are:
 - Chair and Deputy Chair of Transport for London (TfL)
 - Chair of the London Cultural Strategy Group
 - Chair and Deputy Chair of the London Pensions Fund Authority
 - Chair of the London Waste and Recycling Board (ReLondon)
 - Chair of a Mayoral Development Corporation (of which there are currently two).
- 3.4. In the case of three further appointments – the London Fire Commissioner, the Deputy Mayor for Fire and Resilience, and the Deputy Mayor for Policing and Crime – the relevant Assembly committee has the power to exercise a veto, which is binding. In the case of the Deputy Mayor for Fire and Resilience, and the Deputy Mayor for Policing and Crime, the veto may only be exercised where the candidates are not Assembly Members.
- 3.5. The next section details governance and related issues raised by the Assembly in 2021-22.

2022-23 budget for the GLA Group

- 3.6. In accordance with the requirements of the GLA Act 1999 (as amended), there is a two-stage budget-setting process. At the draft budget stage (January), the Assembly is able to amend the statutory figures that make up the consolidated budget requirement in the GLA Act by a simple majority. The Mayor is under a duty to respond to any amendments passed when he presents his final budget. At the final draft budget stage (February), the Assembly is able to amend the statutory figures that make up the consolidated budget requirement by a two-thirds majority of Assembly Members present and voting. At this stage, amendments agreed by the requisite majority are binding.

- 3.7. The Budget and Performance Committee undertook a detailed review of the financial situation of the GLA Group in the annual scrutiny process of the Mayor's draft budget proposals. At its meeting in January 2022, following consideration of the draft budget, the Assembly considered proposed budget amendments from the Liberal Democrat Group and the City Hall Greens Group, which were both passed. These amendments are appended to the published minutes of the meeting.
- 3.8. At its meeting in February 2022, following consideration of the final draft budget, the Assembly considered three budget amendments, from the Liberal Democrat Group, City Hall Greens Group and the GLA Conservatives Group, but did not agree the amendments by the requisite majority. The Assembly was therefore deemed to have approved, without amendment, the Final Draft Consolidated Budget for 2022-23.
- 3.9. The Budget and Performance Committee has the responsibility of examining the Mayor's draft budget before it is voted on by the full Assembly. In January 2022, the Committee concluded its scrutiny of the Mayor's budget proposals, publishing its response to the Mayor's draft consultation budget 2022-23. This made a final round of recommendations for the Mayor.
- 3.10. The Committee published the 'Response to the Mayor's draft consultation budget 2022-23' document, which called on the Mayor to:
- ensure that TfL looks at a range of options to increase income for the longer term and not just those required to achieve financial sustainability for 2023-24
 - ensure that MOPAC continue to lobby the Government for longer-term funding settlements for the Met and further funding for police officers in London. However, they should base their budget and plans on expected funding
 - ensure that the LFC develops a plan to recruit and retain staff, where there are key shortages, such as fire safety officers. A reliance on borrowing should be limited and demonstrable progress is needed on plans for the development of the Albert Embankment site
 - ensure that if the LLDC requires further funding from the GLA then this should be in the form of a loan that should increase to the amount that the LLDC can expect to repay and not be arbitrarily capped, in order to ensure that as much of the GLA's investment is returned to the GLA. The Mayor should also ensure that the LLDC should improve levels of affordable housing across the remaining developments on publicly owned land and make progress towards securing a naming rights deal for the London Stadium that reflects good market value
 - ensure that the OPDC publishes its outline business case for Government support. The OPDC must work with Network Rail and the Department for Transport to prioritise the agreement for the transfer of public sector land holdings in 2022-23 and report progress in quarterly performance reports.
- 3.11. The Committee raised concerns about the Mayor's Final Budget 2022-23, which included an additional £178.4 million of business rates and council tax income when compared to the draft budget that was presented to the Assembly in January.

Strategies and plans

- 3.12. The Mayor is statutorily required to consult the Assembly on certain strategies. Assembly committees usually respond to such consultations on the Assembly's behalf and the consultation responses are published on london.gov.uk, prior to the final version of the strategy being submitted to the full Assembly.
- 3.13. In addition, the Mayor must lay before the London Assembly the final versions of those strategies prior to their publication. Under the provisions of section 42 of the GLA Act 1999 (as amended), the Assembly has the power to consider and potentially reject draft strategies within 21 days of their submission, including the date the draft strategy is laid before the Assembly. No strategies were submitted by the Mayor for the Assembly's consideration in 2021-22.
- 3.14. The Mayor is required to consult the Assembly on his Police and Crime Plan which must be published within the financial year in which they are elected. The London Assembly must be consulted on the draft Plan as part of this process. The Police and Crime Plan sets out the Mayor's priorities for 2021-2025, and how he will discharge his duties to oversee the performance of the Metropolitan Police Service (MPS); agree London's annual policing budget; fund crime prevention work and commission services to support victims of crime. The PCP also sets out the policing of London that the Commissioner of the MPS will provide; how the Commissioner is to report to the Mayor's Office for Policing and Crime (MOPAC) on the provision of policing; and how MOPAC and the MPS will support the national strategic policing requirement. The Police and Crime Committee of the London Assembly consulted widely on the content of the draft Plan and published a report on its findings and recommendations on 23 February. The report contained 16 recommendations on key crime areas including:
- the final Plan should include specific commitments to address domestic abuse, including rolling out Domestic Abuse Matters training to all Metropolitan Police staff
 - the final Plan should identify the specific action needed to tackle drugs in London and incorporate the key findings from the Government's drugs strategy, Mayor's drugs commission and cannabis diversion trial
 - the final Plan should commit to working with Londoners, through community representatives and groups, to set targets for its measures to increase trust and confidence in policing.
- 3.15. The Assembly must also be consulted by the Mayor on the National Framework Documents for the London Fire Brigade under section 327I of the GLA Act 1999 (as amended). The Fire, Resilience and Emergency Planning Committee responds on these and they were considered by the Committee in its February 2022 meeting.
- 3.16. The Brigade's plan to introduce a new Community Risk Management Plan (CRMP) to replace the 2017 London Safety Plan did not meet its planned timetable. As a result the Committee was requested to agree a one year extension to the London Safety Plan (LSP) which it did, but stated its concern about the delay, asked that the targets within the LSP be updated, and that the aim should be to implement the new CRMP within a year.

- 3.17. The Committee also approved the Statement of Assurance 2020-21 but commented that it required ongoing assurance that the Brigade would deliver on all the Grenfell Tower Inquiry Phase One recommendations. The Medium Term Financial Strategy and Reserves Strategy was approved with the comment that the Brigade should stop relying on its reserves and develop more concrete savings proposals.

Mayor's Question Time meetings

- 3.18. The London Assembly held 10 Mayor's Question Time meetings over the course of the year, in accordance with statutory requirements. Assembly Members submitted 5017 questions which related to the full breadth of the Mayor's responsibilities.

Exercise of Summoning Powers

- 3.19. The London Assembly exercised its powers to summons documents, in accordance with sections 61 and 62 of the GLA Act 1999, on two occasions during the year. In December 2021 the GLA Oversight Committee summonsed the unredacted documentation submitted by London & Partners to the Independent Office for Police Conduct's Operation Lansdowne Investigation, to support the Committee's investigation into London & Partners' governance. In February 2022 the GLA Oversight Committee summonsed documentation in relation to the costs and project planning for relocation of City Hall, in support of the Committee's ongoing work in scrutinising issues arising from the relocation of City Hall.

Confirmation hearings

- 3.20. During 2021-22 there were seven Mayoral appointments that were subject to the London Assembly's confirmation hearings process.
- 3.21. In June 2021 the London Assembly held a confirmation hearing in respect of the proposed appointment of Heidi Alexander to the office of Deputy Chair of TfL; in August 2021 the London Assembly held a confirmation hearing in respect of the proposed appointment of Dr Liz Goodwin OBE to the office of Chair of ReLondon; in November 2021 the London Assembly held separate confirmation hearings in respect of the proposed appointment of Liz Peace CBE to the office of Chair of the Old Oak and Park Royal Development Corporation and the proposed appointment of Moira Sinclair OBE to the office of Chair of the Mayor's Cultural Leadership Board; and in January 2022 the London Assembly held a confirmation hearing in respect of the proposed appointment of Seb Dance to the office of Deputy Chair of TfL.
- 3.22. In each instance the London Assembly recommended that the Mayor should proceed with his proposed appointment.
- 3.23. In addition, in May 2021 the London Assembly's Fire, Resilience and Emergency Planning Committee decided not to hold a confirmation hearing in respect of the proposed appointment of Dr Fiona Twycross to the office of Deputy Mayor for Fire and Resilience. In May 2021 the London Assembly's Police and Crime Committee held a confirmation hearing in respect of the proposed appointment of Sophie Linden to the office of Deputy Mayor for Policing and Crime and agreed not to object to that appointment.

Governance in the Mayoral Development Corporations

- 3.24. The two Mayoral development corporations – the OPDC and the LLDC – are kept under review by the Assembly via its Plenary meetings and two Assembly committees: the Planning and Regeneration Committee, and the Budget and Performance Committee. The Budget and Performance Committee receives a quarterly monitoring report from the LLDC on spending and capital performance.
- 3.25. On 19 January 2022, a report from the London Assembly Budget and Performance Committee revealed that in their view the OPDC has spent £39 million, and after six years, the Committee has yet to see substantive development on delivering new jobs or homes to the area. The report concluded that the scale of its potential still remained significant: 25,500 new homes and 65,000 new jobs if the OPDC can deliver its new vision, but it is at an early stage of development with many challenges to overcome.
- 3.26. On 19 January 2022, a report from the London Assembly Budget and Performance Committee on the LLDC warned that the London Stadium, the home of West Ham United, is continuing to cost Londoners with a loss of £24.8 million in 2020-21 alone. The report also concluded that while the level of affordable housing permissions is improving, there has been only modest delivery, by the LLDC, against affordable housing targets, with only 23 per cent affordable housing to date.

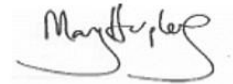
4. Conclusion and disclosure

- 4.1. The GLA had sound arrangements in place for corporate governance during 2021-22. This statement reflects explicitly on the arrangements that were in place and developments that occurred from April 2021 to March 2022. Monitoring of the GLA's arrangements is, however, ongoing. By virtue of their signatures below, the Mayor and the Chief Officer confirm also that no developments or events have occurred from April up to the date of publication of this AGS that bear materially on the soundness of the GLA's governance arrangements. Developments since that date are reflected on in the 2022-23 Annual Governance Statement.



Sadiq Khan
Mayor of London

Date: 26 May 2023



Mary Harpley
Chief Officer (and Head of Paid Service)

Date: 26 May 2023

Appendix: Mayoral directions issued to the GLA's functional bodies in 2021-22

The Mayor is careful to issue directions only when it is appropriate to do so. Directions are published on the GLA website as part of the routine publication of all Mayoral decision forms and also reported to the Assembly. In 2021-22 three directions were issued as below ('MD' refers to Mayoral Decision reference number). This compares with five directions issued in 2020-21.

For the sake of completeness an additional direction made in May 2022 is also included.

MD	Body	Title	Date	Decision
2810	TfL	Zoning stations for Northern Line Extension	11/5/2021	That the Mayor: <ol style="list-style-type: none"> 1) approves Nine Elms station and Battersea Power Station station being designated within Zone 1 of the charging zones that apply to London Underground services, with effect from 16 May 2021; 2) approves Kennington station being re-designated from Zone 2 to Zone 1/2 of the charging zones that apply on London Underground services, with effect from 16 May 2021; and 3) signs the attached Direction to TfL issued pursuant to the power in section 155(1)(c) of the Greater London Authority Act 1999 to implement these zoning decisions on 16 May 2021."
2868	GLA	Further financial support fund for Seven Sisters Market traders	31/08/2021	The Mayor: <ol style="list-style-type: none"> 1) authorises Transport for London (TfL) under section 38(1) of the Greater London Authority Act 1999 (the GLA Act) to exercise the Mayor's powers under sections 30 and 34 GLA Act to undertake the activities required by the attached Direction in accordance with the terms of the attached Delegation; and 2) directs TfL under section 155(1)(c) GLA Act in the terms of the attached direction.
2937	TfL	TfL Fares for 2022	14/02/2022	The Mayor: <p>approves the proposed revisions to fares to be implemented from 1 March 2022 as set out in this decision form</p> <p>signs the attached Direction to TfL issued pursuant to the power in section 155 (1)(c) of the Greater London Authority</p>

				Act 1999 to implement these fares on 1 March 2022.
2987	TfL	Revision of the Mayor's Transport Strategy and road user charging guidance	16/5/2022	<p>The Mayor</p> <ol style="list-style-type: none"> 1) directs TfL to: <ul style="list-style-type: none"> • prepare a draft revised MTS text that will provide for RUC's role in addressing the triple challenges of toxic air pollution, the climate emergency and congestion, including the potential expansion of the ULEZ London-wide, and arrange for an IIA to be undertaken • consult the public and stakeholders on the draft revised text and the IIA • undertake all related post-consultation tasks, including preparing and providing a report to the Mayor on the consultation • take all the steps necessary relating to publicity and distribution following the Mayor's publication of the revised text 2) authorises TfL to exercise, on his behalf, all the functions TfL requires in order to be able to comply with the direction 3) issues the supplementary guidance set out in Appendix C to TfL, regarding arrangements for the consultation on varying the ULEZ scheme rules that would give effect to the proposed London-wide expansion of the ULEZ. It is issued pursuant to section 34 of Schedule 23 to the Greater London Authority Act 1999.